



Operations Manual

APPROVED

TABLE OF CONTENTS

1.0 INTRODUCTION.....3

2.0 MISSION, VISION, AND VALUES3

3.0 ORGANIZATIONAL STRUCTURE.....4

 3.1 COLLEGE ORGANIZATION4

 3.2 DEAN’S OFFICE STAFF.....4

 3.3 ROLE AND REVIEW OF THE DEAN.....5

 3.4 ROLE AND REVIEW OF THE ASSOCIATE DEAN6

 3.5 ROLE AND REVIEW OF THE COLLEGE BUDGET OFFICER7

 3.6 ROLE AND REVIEW OF THE ADMINISTRATIVE SPECIALIST.....7

 3.7 ROLE AND REVIEW OF DEPARTMENT CHAIRS.....7

 3.8 ROLE AND REVIEW OF PROGRAM DIRECTORS AND COORDINATORS.....8

 3.9 COLLEGE MEETING SCHEDULE.....8

4.0 STRATEGIC PLANNING8

 4.1 STRATEGIC PLANNING PROCESS.....8

 4.2 ANNUAL REPORTS.....8

5.0 BUDGET 9

 5.1 BUDGET PROCESS9

 5.2 ALLOCATION OF OPERATIONS BUDGETS.....9

 5.3 PERSONNEL ACTION FORMS9

 5.4 FACULTY COMPUTER REPLACEMENT PROGRAM.....10

6.0 TENURE-TRACK FACULTY HIRING PROCESS10

 6.1 REQUESTS FOR FACULTY POSITIONS10

 6.2 APPROVAL TO HIRE11

 6.3 EVALUATION OF CANDIDATES11

 6.4 HIRING DECISION.....11

 6.5 HIRING WITH TENURE.....12

 6.6 HIRING WITH JOINT APPOINTMENTS12

7.0 FACULTY RETENTION, TENURE, AND PROMOTION12

1.0 Introduction

This document supplements the College of Science, Technology, Engineering, and Mathematics (CSTEM) College Policies and Procedures (CP&P) and the Collective Bargaining Agreement (CBA) between the Eastern Washington University (EWU) Board of Trustees and the United Faculty of Eastern (UFE). The purpose of this document is to establish operational processes and procedures to manage workflow within the College leadership, and between the College and its constituents, and maintain continuity in practices as College leadership and staff change over time.

This document is intended to be a living document maintained and updated regularly by the Associate Dean, in consultation with the Dean's Executive Committee, and by approval of the Department Chairs. The procedures covered in this document include only those that are strictly within the Dean's executive authority, and are therefore not subject to formal approval by vote of the College faculty or through the senior administrative approval process.

Changes to the Operations Manual may be made at any time, and are voted on as they occur. Input aimed at improving its accuracy and functionality is continually encouraged from all College members and constituents. The most current approved version shall be posted to the CSTEM website and is available upon request to any member of the Dean's Office staff.

2.0 Mission, Vision, and Values

Mission

The College educates individuals to meet today's scientific and professional challenges, and tomorrow's opportunities. Graduates will assume these roles with distinctiveness and compassion. Students are the focus of the college's mission to integrate liberal arts within a scientific and technological community. The learning environment is respectful and caring. Our commitment to high quality undergraduate and graduate programs is governed by demanding standards for faculty, staff and students.

Vision

The College is widely recognized for the education and success of its students, contributions to new knowledge and the application of knowledge to society. The college is a dynamic culture dedicated to excellence through individual and collaborative accomplishments. Faculty, staff, students and alumni are actively involved in a larger community as professionals empowering the college's mission.

Values

- Critical Thinking
- Effective Communication
- Scientific and Technological Literacy
- Student-Centered Experiential Learning
- Student Success
- Community Engagement
- Intellectual and Academic Achievement
- Respect and Appreciation for Diversity

3.0 Organizational Structure

3.1 College Organization

The College of Science, Technology, Engineering, and Mathematics (CSTEM) is comprised of academic departments including (with commonly used acronyms):

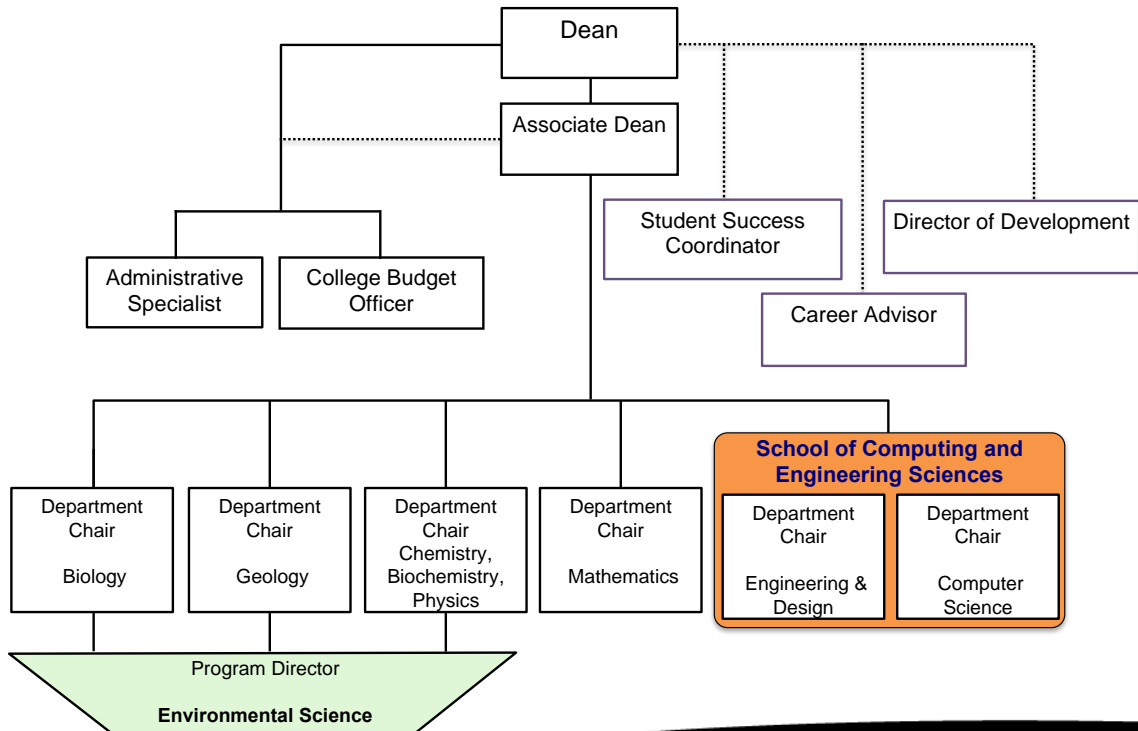
- The Department of Biology (BIOL)
- The Department of Chemistry, Biochemistry, and Physics (CHBP)
- The Department of Geology (GEOL)
- The Department of Mathematics (MATH)
- The Department of Computer Science (CSCD)
- The Department of Engineering & Design (ENGD)

3.2 Dean's Office Staff

Staff reporting to the Dean include the Associate Dean, College Budget Officer (CFO), and Administrative Specialist. A Student Success Coordinator and Career Advisor are housed within the Dean's office suite and report functionally to the Dean. The Student Success Coordinator reports administratively to the Executive Director of the Center for Academic Advising and Retention (CAAR). The Career Advisor reports administratively to the Assistant Vice President of Student Affairs. The College also has a dedicated Director of Development housed in the EWU Foundation.

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CSTEM Organizational Chart



3.3 Role and Review of the Dean

As the chief executive officer of the College, the Dean is responsible for creating and supporting educational programs of the highest quality; serving as the chief spokesperson and College advocate; recruiting and maintaining an excellent and diverse faculty; promoting a comprehensive advisory board; managing budgets and resource allocation; and contributing to college advancement including fund raising and enhancing relationships with alumni, donors, partner institutions, and community and civic leaders. Additionally, the Dean is responsible for defining the College's strategic priorities, and is proactively involved in continuing the growth of the College in areas that are aligned with the future of technology, engineering, and science.

Specific accountabilities include:

1. Meet goals and expectations as established by the President and Provost;
2. Facilitate a shared vision that promotes the mission of the university and college;
3. Carry out the academic mission of the college in support of the academic goals within the university's strategic plan;
4. Provide effective and efficient leadership to the college and university;
5. Work collaboratively with other deans in advancing the university's academic program with active participation in the Academic Affairs Council;
6. Work effectively with other constituencies in the university;

7. Manage the fiscal and human resources of the college in compliance with federal, state and University laws, regulations, union contracts and policies taking appropriate actions in a timely manner;
8. Ensure academic integrity and enhance the quality of the academic program of the college;
9. Recruit, retain, and evaluate a diverse and high-quality faculty and support staff;
10. Establish and maintain effective decision making and communication within the college;
11. Ensure compliance with the provisions of the collective bargaining agreements and university policies and ensure employee and administrative compliance with these provisions;
12. Adhere to activities within the college/library that maintain accreditation standards for both programs and the university;
13. Collaborate with the Foundation's college/library assigned development officer to develop strategies and opportunities for donor cultivation;
14. Actively cultivate donor relationships participate in donor stewardship, and participate effectively in both university and college/library fund-raising activities.

The Dean's performance is evaluated by the Provost in accordance with policies of the Division of Academic Affairs.

3.4 Role and Review of the Associate Dean

The Associate Dean is the Chief Operating Officer of the College and is responsible for implementing and executing decisions made by the Dean. The Associate Dean, in collaboration with department chairs, faculty, and staff, coordinates or manages activities involving services for students in the College's degree programs, reviewing and revising the College's curricula, designing and operating assessment processes, and maintaining data bases for planning and decision-making in the College. The Associate Dean also plays a vital role in helping the College to maintain its program accreditations and to foster close working relationships with industry and community partners. The Associate Dean oversees all assessment and curriculum development activities and provides staff support for the College Assessment Committee and College Curriculum Committee in an ex-officio capacity, and advises the Dean on matters that require a final Dean approval.

Specific accountabilities include:

1. Represent the Dean on College and University committees and serve as executive-in-charge of CSTEM in the Dean's absence;
2. Enforce all policies, procedures, rules, and regulations adopted by the Board of Trustees and comply with the appropriate laws of the State of Washington;
3. Support the Dean in overseeing department chairs and college office staff;
4. Coordinate and review external grant activities to support the mission of the College;
5. Assist the Dean in facilitating faculty development and student engagement through scholarly activities;
6. Provide leadership in program and curriculum development at the undergraduate and graduate levels;
7. Enhance efforts focused on student recruitment, retention and success;
8. Manage college operations including scheduling courses, reviewing curriculum proposals, recommending technology, and coordinating facilities improvements;

9. Coordinate processes and data analysis related to assessment, enrollment management, staffing ratios, and other data needed to support the Dean's decision making.

The Associate Dean's performance is evaluated annually by the Dean.

3.5 Role and Review of the College Finance Officer

The College Budget Officer (CFO) provides executive level support, and assistance to the Dean, Associate Dean, College leadership, and administrative staff on budget development, preparation, monitoring, and management. The CFO assists in projection of budget needs and provide data on current and prior years expenditures, and assists in strategic planning for the College. The CFO works independently within general guidelines from the Dean to manage the financial resources of the College.

Specific accountabilities include:

1. Budget planning and management;
2. Grant and contract oversight as they pertain to faculty salary and indirect revenue;
3. Personnel Action Forms;
4. Communications with the Senior Budget Office for Academic Affairs.

The CFO's performance is evaluated annually by the Dean.

3.6 Role and Review of the Administrative Specialist

The Administrative Specialist provides executive support to the Dean and Associate Dean for the administrative functions of the College.

Specific accountabilities include:

1. Coordination of the tenure and promotion process;
2. Records and database management;
3. Management of access to files stored on the College S:drive;
4. Coordination of special events;
5. Development and implementation of office processes;
6. Coordination of special projects;
7. Supervision of student workers;
8. Scheduling and coordination for the Dean and Associate Dean;
9. Coordination of faculty and staff interview processes, including travel;
10. Assist and advise Department Chairs, Program Directors, faculty, and staff on administrative matters;
11. Serve as liaison between the Dean's office and departments and other administrative offices.

The Administrative Specialist's performance is evaluated annually by the Dean.

3.7 Role and Review of Department Chairs

Department Chairs are the Chief Administrative Officers of the academic departments. They report administratively to the Dean of the College (defined in the CBA). The Chair is informed and advised by the collective expertise of his/her faculty and communicates information from the university and the college to the faculty. The Chair is expected to provide effective leadership, and fiscal, program, and personnel management in the operation of the department, within College and University policies and goals. The Chair is also expected to provide leadership to the department focused on achieving excellence in instruction, scholarship, and service, as well as

equity and due process in department decision-making. Nomination of Department Chairs is governed by the CBA and the College P&P.

Specific accountabilities are outlined in the CP&P. Department Chairs are reviewed annually by the Dean, with faculty input at least every two years.

3.8 Role and Review of Program Directors and Coordinators

Program Directors are responsible for specific academic programs housed within one or more departments. Program Directors may be responsible for programs delivered at an off-site location or on-line. Program Directors are leaders of their respective programs. They are responsible for the quality, health, and sustainability of the programs they oversee, and are expected to remain aware of external factors, such as market demands and competing programs.

Coordinators oversee curricular and/or co-curricular activities in support of the academic, scholarly, and service mission of the College.

Program Directors/Coordinators are appointed by, and report administratively to, the Dean but report functionally to the Chair(s) of the department(s) in which the program is housed. The term of the appointment and program-specific duties are established in an MOU signed by the Program Director/Coordinator, the relevant Department Chair(s), and the Dean. Templates for MOUs are maintained in the Dean's Office. Program Directors are evaluated every two years by the Dean.

3.9 College Meeting Schedule

- College staff meetings are scheduled weekly;
- Chairs and Directors Meetings are scheduled biweekly;
- One-on-one meetings for the Dean and Department Chairs are scheduled monthly;
- All-college meetings are held at least once per academic year at the discretion of the Dean.

4.0 Strategic Planning

4.1 Strategic Planning Process

The College shall conduct comprehensive strategic planning in conjunction with and response to University Strategic Planning. The College Mission, Vision, Values, Core Themes, and Strategic Objectives shall align with the University Strategic Plan. The strategic planning process will be led by the Dean with the Dean's Executive Committee. Input will be solicited from CSTEM faculty, staff, students, the CSTEM Advisory Board, community partners, and the Division of Academic Affairs.

The College strategic plan will be updated in the year following the University strategic plan. Progress towards strategic objectives will be evaluated annually based on key operational success measures, and updated or removed as appropriate. The College Strategic Plan will be posted on the CSTEM website.

4.2 Annual Reports

Each Department Chair will submit, to the Dean, an annual report that includes a list of the department goals for the next academic year, summary of progress and achievements related to the current academic year's goals, and a summary of professional and scholarly achievements of students and faculty. The department annual reporting process should commence no later than

April 1. Department goals should be submitted to the Dean no later than May 15, and the report on student and faculty achievements submitted no later than June 1.

The Dean will compile a summary, to the Chief Academic Officer, an annual report that includes a list of the college goals for the next academic year, and a summary of progress and achievements related to the current academic year's goals. Department annual reports will be appended to the College annual report.

Annual reports will be used to inform the department and college strategic planning process, and will be posted to the College website.

5.0 Budget

5.1 Budget Process

College budgetary policy and all major budgetary decisions for the College are made by the Dean in consultation with the Dean's Executive Committee and the Division of Academic Affairs. Budgetary decisions are aligned with the goals outlined in the University and College Strategic Plans, as well as directives by the Provost and President. The Dean may delegate College budget authority to any member of the Dean's staff.

Departments/schools/programs are responsible for developing their budgeting methods. The budget authority (Department Chair and/or Program Director) for each unit is responsible for the fiscal integrity of the unit. The CFO will assist the department's fiscal person regarding various aspects of the department's budget when necessary.

5.2 Allocation of Operations Budgets

The distribution of operational dollars across departments/programs will be informed by data considering the differences between disciplines and their needs. Metrics may include, but are not limited to:

- Base allocation as a percentage of the college operations budget (to be determined annually by the Dean);
- SCH production from non-laboratory and laboratory courses;
- Headcount of declared majors.

Although it is the responsibility of the Department Chair or Program Director to work within the limitations of their budget, unforeseen circumstances or opportunities may justify a need for additional funds not previously allocated within a fiscal period. In such cases the Department Chair and/or Program Director should submit a supplemental budget request and justification to the Dean for consideration.

The Dean shall retain salary savings made available to the College and manage those funds based on annual budget priorities.

5.3 Personnel Action Forms

Personnel Action Forms (PAFs) are used to generate payroll for quarterly faculty, paid graduate assistants (GSAs), and faculty overload. They are generated by the department and routed to the CFO and Associate Dean for approval. PAFs for quarterly faculty, GSAs, and scheduled course overloads are due to the CFO *prior* to the start of the academic term in which the work occurs.

PAFs for SCARF overload must be processed during the academic term in which the work is completed. SCARFs are due in the Dean's office no later than the fifth day of the academic term. SCARF SCH reports are run on the tenth day of the term, and overload figures reported to the departments. PAFs are due to the CFO no later than five working days after overload reports are sent. Please refer to the College timelines for specific dates in each academic year.

5.4 Faculty Computer Replacement Program

Funds for the Faculty Computer Replacement Program (FCRP) are allocated annually by Academic Affairs and administered by the Dean's Office. Faculty are eligible for a replacement computer on a five-year rotation schedule. The dollar amount available to each faculty member for the FCRP will be determined annually by the Dean's Office based on the funding available. The Dean's office will maintain a list of all current faculty and their due date for computer replacement based on the five-year replacement schedule.

Computers will be allocated to faculty in the following order of priority, based on the availability of funds:

- 1) New tenure-track faculty
- 2) Tenured/tenure-track faculty
- 3) Senior Lecturers
- 4) Current Lecturers
- 5) New Lecturers
- 6) Quarterly faculty

The Dean's Office will inform faculty of the annual allocation per faculty and a list of IT-approved configurations. The approved configurations will include a selection of desktop or laptop computers in Windows or Mac operating systems. Faculty may select a more expensive configuration from the approved list than the budgeted allocation. Additional costs shall be pre-approved by the Department Chair and funded by startup, professional development, ICR, grants, or other department funds.

All FCRP requests, including department-funded upgrades, shall be sent to the Associate Dean for approval. The Associate Dean will forward the approved requests to the CFO and College Administrative Specialist for processing and ordering.

If faculty elect to decline their FCRP replacement in any given year, they move to the end of the next five-year rotation. Computers being replaced in the current allocation are held in the department pool to be allocated as needed.

6.0 Tenure-track Faculty Hiring Process

6.1 Requests for Faculty Positions

Department Chairs should work with their department faculty and the Dean on a multi-year planning process for new faculty hires (tenure-track and lecturers) based on students in the majors, course and program SCH, strategic planning goals, and anticipated sabbaticals and retirements. Departments should consider the impact of a potential hire on the unit's instructional coverage, program enhancement, diversity, research activity, and community engagement.

Department Chairs should include new and carry-over personnel requests in their annual budget prioritization, which is discussed annually in the Dean's Executive Committee. Personnel requests should be submitted from this list to the Dean no later than December 31 for hiring requests for the following academic year to ensure the most effective recruiting cycle. Once all departments have submitted their personnel requests, the Dean will review all requests, in consultation with the College Executive Committee, and send the Provost a ranking of the requests with written justification.

Factors to be addressed when preparing a personnel request are listed in the personnel request form provided by the Office of Academic Affairs or the Dean's office. Personnel requests should consider the following strategic goals:

- Enrollment management/growth;
- Student-centered department and college;
- Excellence in undergraduate and graduate research;
- Excellence in general education and integrated curriculum aligned with the mission of the college and university;
- Increasing faculty diversity, including a plan to generate a diverse pool of candidates;
- Enhancing grant-funded research and other external funding;
- Enhancing multi-disciplinary/multi-unit position sharing and research collaborations across disciplines, departments, and colleges;
- Developing and enhancing relationships with the community, the private sector, and other institutions.

6.2 Approval to Hire

The Dean, in consultation with the Chief Academic Officer, provides approval to hire. Salary range is determined in accordance with CUPA salary requirements and advertised rank for the position.

The hiring process is described in the Hiring Reference Manual and is governed by Human Resources (<https://sites.ewu.edu/hr/supervisor-tools/-hiring>).

6.3 Evaluation of Candidates

Upon completion of the initial review and/or telephone screening of candidates, the Search Committee will submit a list of finalists for on-campus interviews to Human Resources and the Dean. If Human Resources or the Dean fail to certify any or all of the recommended candidates, the Search Committee will reconvene to determine a new list. The Dean may recommend additional finalists from the original candidate pool.

Upon completion of on-campus interviews, the Dean, Department Chair and Search Committee Chair will meet to discuss the strengths and weaknesses of each finalist based on the position criteria and feedback from the Search Committee. The Department Chair and Search Committee Chair will provide the results of that discussion to the voting department faculty to inform the department process. The Dean will then meet with the Department Chair and Search Committee Chair to discuss the evaluation and department feedback and determine a preferred finalist. No formal or informal offer or commitment may be made to a candidate by a Department Chair or search committee.

6.4 Hiring Decision

Upon approval from the Chief Academic Officer, the Dean will make a preliminary written offer to the selected candidate, via email, with the following elements:

- Salary (based on current CUPA guidelines);
- Moving allowance (if applicable);
- Start-up funds (if applicable);
- Other conditional terms of employment.

Once the Dean and the candidate have finalized the conditions of employment, the offer letter will be submitted to Human Resources for processing. This step will be managed in the Dean's Office.

6.5 Hiring with Tenure

Faculty may be hired with tenure at the rank of Associate or Full Professor if included in the original personnel request. Candidates considered for hire with tenure must be reviewed by the Department Personnel Committee. Those hired with tenure must meet, at minimum, the criteria and qualifications for the rank of Associate Professor as indicated in the CBA.

6.6 Hiring with Joint Appointments

Faculty may be appointed in two (2) or more departments or programs subject to the conditions of the CBA.

7.0 Faculty Retention, Tenure, and Promotion

The faculty retention, tenure, and promotion process is governed by the CBA and College P&Ps.